Executive Director for Conventional Ammunition

Mission Overview

Briefing to New Ammunition Managers
by Gary Radicic

Briefing Contents

- **Understand SMCA and EDCA**
- **Definitions**
- **SMCA**
- **EDCA**
- **OEDCA**
- **Strategic Plan**
- **Summary**

To understand EDCA... you must understand the SMCA

- **Viet Nam Era 1965 - 1973**
  - Fragmented ammunition industrial base management.
  - Competition for limited production capacities.
  - Inefficient stockpile management.
  - 1973 GAO recommends centralized management under a single Service.

- **SMCA 1975 – 1977**
  - SECDEF assigns Single Manager for Conventional Ammunition (SMCA) mission to the Secretary of the Army.
  - FY78 PBD transfers manpower and funding for procurement, production, maintenance, demil, storage and inventory/transportation function from Services to the SMCA (Army).
  - Services retain Program Management responsibility.

- **SMCA 1982 – 2002**
  - 1983 SMCA Charter approved by DEPSECDEF. Charter delegated mission execution to CG, AMC and designated DCG, AMC as the EDCA..
  - Joint-staffed office (O/EDCA) established and located within the Army Materiel Command HQ.

- **SMCA 2003 - present**
  - SECARMY memo of 28 JAN 2003 delegated SMCA mission authority to ASA (ALT).
  - ASA(ALT) memo of 16 APR 2003 designated the PEO Ammunition as the SMCA Executor.
  - DCG, AMC remains the EDCA.

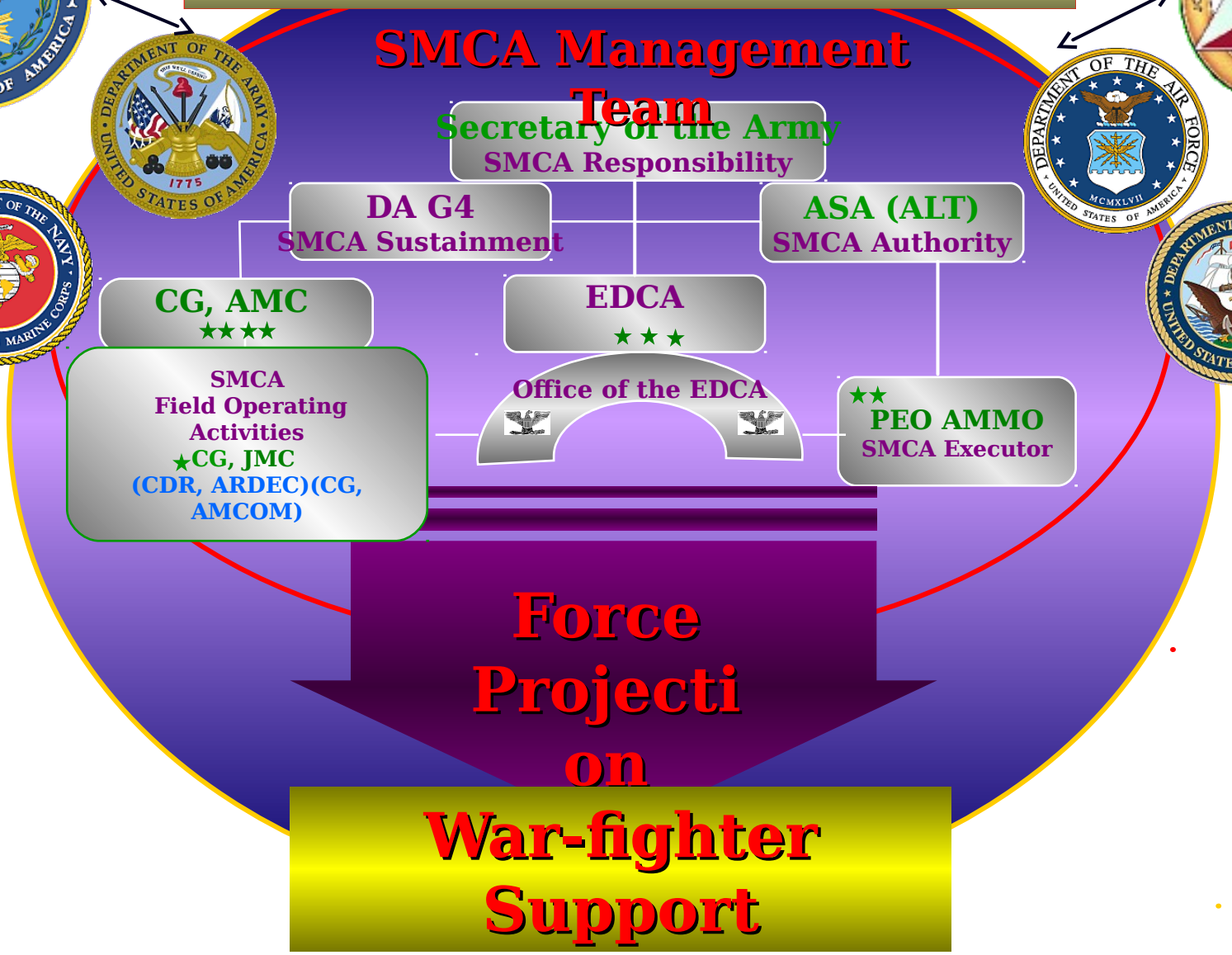
Definitions

- **EDCA –** *a* **senior flag level <u>Military Officer</u>** *who oversees the Army's execution and operations of the SMCA mission and provides final issue determinations between the SMCA and its customers*
- **O/EDCA –** *a* **joint-staff <u>office</u>** *that supports the EDCA in performing his mission by performing activities of a joint nature and providing an* **"honest broker"** *role between the SMCA and its customers*
- **JOCG – A Service flag level <u>group</u>** *that identifies and implements, or recommends for implementation, opportunities to reduce cost and/or increase the effectiveness and interoperability of ordnance systems managed by the Services.*
- **SMCA – the single manager <u>mission</u>** *assigned to the Secretary of the Army by the SECDEF for the procurement, production, supply and maintenance/ renovation of conventional ammunition within the Department of Defense*

Definitions *(continued)*

- **SMCA Objectives –** *(1)* **achieve the highest degree of efficiency and effectiveness** *required to acquire top quality conventional ammunition for the Services during peacetime and mobilization, (2)* **integrate** *the wholesale conventional ammunition logistic functions of the Services to the maximum extent practicable, and (3)* **maintain an integrated production and logistic base** *to meet peacetime, surge and mobilization requirements for assigned munitions.*
- **SMCA Executor –** *the* **Army activity** *delegated the responsibility within the Army to execute the SMCA mission. Currently - the PEO Ammunition.*
- **SMCA Field Operating Activity –** *the activity assigned within the Army to do the day-to-day operations of the SMCA functions as defined in DoDI 5160.68 and DoD 5160l.65M. Currently -* **the Joint Munitions Command.**
- **SMCA Customers – Army, Navy, Marine Corps, Air Force, Coast Guard, Special Operations Command, other federal and state agencies** *and foreign military sales procuring and/or utilizing SMCA functions to satisfy their ammunition requirements.*

SMCA Team


SMCA Management Team
Secretary of the Army
SMCA Responsibility
DA G4
SMCA Sustainment
ASA (ALT)
SMCA Authority
CG, AMC
★★★★
EDCA
★ ★ ★
SMCA
Field Operating
Activities
★CG, JMC
(CDR, ARDEC)(CG,
AMCOM)
Office of the EDCA
★★
PEO AMMO
SMCA Executor
Force
Projecti
on
War-fighter
Support

SMCA SCOPE

Conventional Ammunition

RESEARCH AND DEVELOPMENT | **ACQUISITION** | **PRODUCTION** | **LOGISTICS/ SUSTAINMENT** | **STOCKPILE DISPOSAL**

AMMUNITION LIFE CYCLE MANAGEMENT

SMCA
- Test support
- RAM
- Test stock

Military Services
- RDT&E
- Short/Long Range Planning
- Consider commonality
- Transition assigned items

SMCA
- Acquisition strategy/ Planning
- Contracting
- Program Mgmt/ Planning/Control
- Review/Certification of TDP if applicable
- Pre-production Engineering
- PPBES
- Price and Availability
- IM Strategy

Military Services
- Support SMCA Plan
- Execute Service FYDP
- Service NICP/NMP
- Configuration Owner
- IM Decisions/Strategy

SMCA
- Production/Systems Engineering if appl
- Design/process improvement
- Production Testing
- Production Monitoring
- Configuration Mgmt
- Acceptance
- Program Mgmt/ Planning/Control
- Manufacturing
- Quality Assurance
- First Destination Shipping
- Contract Modification

SMCA
- Program Mgmt/ Planning/Control
- Surveillance Program/ QDR Suspensions/ASRP
- Inventory Control/ Accountability
- Receipt and Issue
- Distribution/Requisitioning
- Out loading
- Transportation
- Maintenance
- Maintenance of Storage Facilities
- Safety/Security
- Pre-positioning
- Malfunction Investigation
- PPBES

Military Services
- Program Mgmt
- Tech – Config Mgmt
- MIPR Cross Service

SMCA
- Demilitarization Program Mgmt/ Planning/Control
- Commercial Sale
- Develop Demil Technologies and Procedures
- RRR
- Contracting
- Disposal
- Recode to Stock
- Sales
  - FMS
  - Presidential Drawdown
  - Direct Sales
  - GFM

SMCA Enterprise Support Scope

Note: SMCA support functions are provided through out the life cycle of DOD munitions on a Free or Pay basis.

SMCA (Free) Assigned Items:

- Small and Medium Caliber
- Tank and Artillery
- Ship Gun Ammo
- Cannon
- Mortars
- Rockets
- Grenades
- Bombs (AF & Navy)
- Flares & Pyrotechnics
- Demolition Material
- Land Mines
- Chemical Ammunition

SERVICE Retained (Pay) Non-Assigned Items:

- **Guidance Kits**
- **Guided Projectiles, Missiles, Rockets, and Submunitions**
- **Navy Torpedoes, Mines & Depth Charges**
- **Cartridge & Propellant Actuated Devices**
- **Countermeasures**
- **EOD Tools and equipment**
- **Swimmer Weapons**

Army serves as agent for Demilitarization for all DOD munitions

EDCA History

1979 GAO identified the need that a D.C. area office be established for overall management direction and execution of the SMCA.

1981 DODD 5160.65 required a jointly-staffed organization in the National Capital Region be established and dedicated solely to centralized management of the Army's SMCA mission.

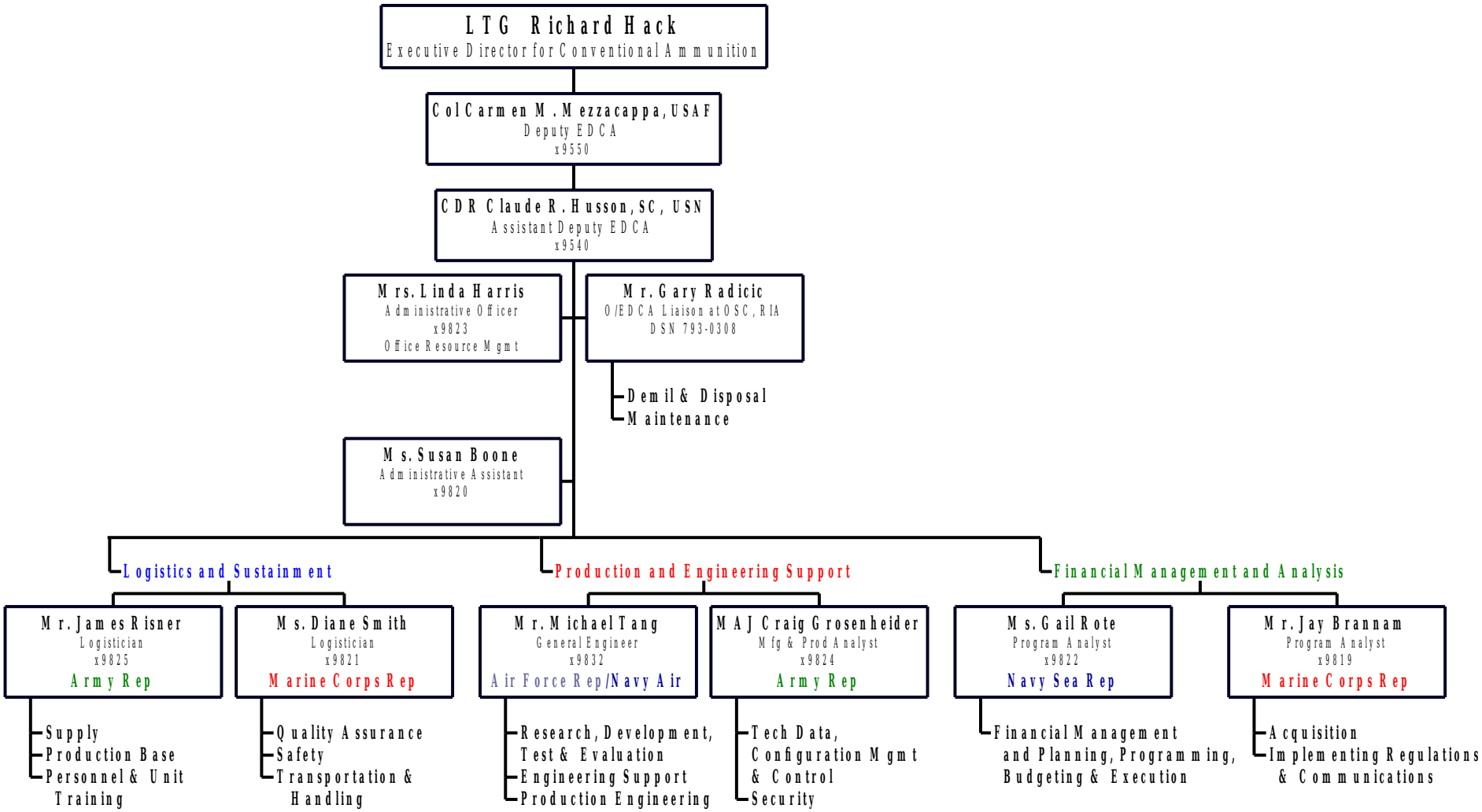
1981 EDCA established through the SMCA Charter, August 1981. Charter coordinated with other Military Services and approved by Deputy SECDEF, February 1983.

1982 O/EDCA established as a separate reporting activity to HQAMC and staffed with 25 billets (7 military – including a flag level deputy - and 18 civilians).

1989 SECDEF approved staff responsibilities split between O/EDCA and AMC DCS Ammo (Army initiative). Services and OSD reaffirmed the need for an "honest broker" within the SMCA organization located in the National Capital Region. Restructured O/EDCA focused on SMCA issues of a Joint nature. Reduced O/EDCA to 15 billets.

Today Current EDCA is LTG Hack and O/EDCA staff is 11 (3 military and 7 civilians).

EDCA Organization



O/EDCA Mission

Assist the EDCA in the execution of the assigned mission to include: reviewing and assessing the SMCA and related Services responsibilities, as well as participating in the Joint Service management of conventional ammunition under the single manager concept.

and Vision…

Recognized as an effective, *Joint-focused, integrated Team* that adds value to the life cycle management of SMCA products and services for all the Military Services.

Who is O/EDCA?

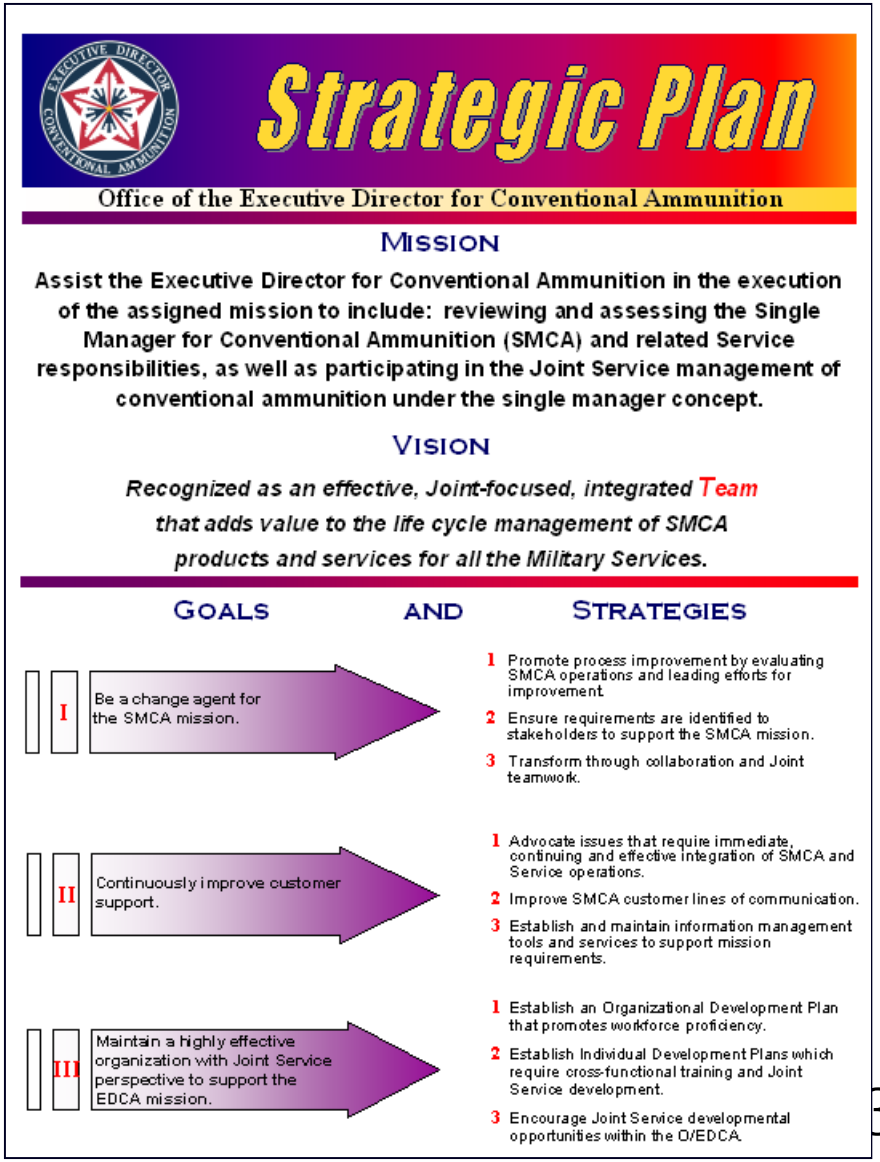
- ✓ **Joint Service staff supporting the EDCA's mission**
  - **Air Force, Navy and Army Military**
  - **Deputy EDCA – USAF Colonel**
  - **Assistant Deputy EDCA – USN Captain (S)**
  - **Production Analyst – USA Major**

- ✓ **Six Senior Civilian Action Officers with extensive ammunition backgrounds**
  - **Program Analyst and Logistician from Marine Corps**
  - **Two Logisticians from Army**
  - **Chemical Engineer and Program Analyst from Navy (AIR and SEA)**

- ✓ **Over 130 years of combined ammunition experience from:**
  - **Services ammunition acquisition and logistics Programs Offices**
  - **Army Ammunition Management – Field and HQ**
  - **SMCA Operations at HQ AMC and JMC**
  - **QASAS, Service PM, Supply, QA and Engineering Backgrounds**

O/EDCA Strategic Plan

- **Emphasize leading vice recommending improvement.**
- **Emphasize collaboration and teamwork…facilitating and transforming.**
- **Participate in initiatives and forums outside the SMCA that may impact the SMCA.**
- **Increase understanding of Joint Service perspective.**
- **Formulate specific objectives and assess impact and success.**


Strategic Plan
Office of the Executive Director for Conventional Ammunition
MISSION
Assist the Executive Director for Conventional Ammunition in the execution of the assigned mission to include: reviewing and assessing the Single Manager for Conventional Ammunition (SMCA) and related Service responsibilities, as well as participating in the Joint Service management of conventional ammunition under the single manager concept.
VISION
Recognized as an effective, Joint-focused, integrated Team that adds value to the life cycle management of SMCA products and services for all the Military Services.
GOALS AND STRATEGIES
I
Be a change agent for the SMCA mission.
1 Promote process improvement by evaluating SMCA operations and leading efforts for improvement.
2 Ensure requirements are identified to stakeholders to support the SMCA mission.
3 Transform through collaboration and Joint teamwork.
II
Continuously improve customer support.
1 Advocate issues that require immediate, continuing and effective integration of SMCA and Service operations.
2 Improve SMCA customer lines of communication.
3 Establish and maintain information management tools and services to support mission requirements.
III
Maintain a highly effective organization with Joint Service perspective to support the EDCA mission.
1 Establish an Organizational Development Plan that promotes workforce proficiency.
2 Establish Individual Development Plans which require cross-functional training and Joint Service development.
3 Encourage Joint Service developmental opportunities within the O/EDCA.

SUMMARY

1. **OEDCA provides oversight of SMCA operations and management**
2. **Performs activities of a joint nature as required to assist the SMCA executor, field operating activity and customers**
3. **Arbitrates critical joint-service SMCA issues**
4. **Maintain a link between Service headquarters, OSD staff and Service program manages**
5. **Assess SMCA Executor and provide annual report on SMCA performance to service customers**
6. **Ombudsman for the Military Services**

We contribute value through process enhancements, collaboration, and joint team work

Backup Slides

How We Operate

- **Maintain access to <u>ALL</u> levels in OSD and Services for information to support resolving SMCA related issues.**
- **Encourage transformation through consensus.**
- **Facilitate solutions to emergent and recurring issues among Services and SMCA Enterprise.**
  - Fair and Objective
  - Goal is "Win/Win"
  - Do What's Right
- **Promote communication.**
- **Access the EDCA when required.**
- **LISTEN!! And maintain 20+ year reputation as a trusted agent.**

O/EDCA Current Focus

- SMCA Performance Metrics
- SMCA Annual Report
- Ammo Stratification/Cross Leveling
- Production Planning Process Review
- ICAMP Resurrection – Maintenance
- Intermodal Transportation Using SMCA for Stop Over Points
- SMCA Weekly Bulletin
- Ammunition Advocate Newsletter
- O/EDCA Website
- Services OEF/OIF Distribution/ Transportation Requirements
- Ammunition Personnel Training
- MIPR Obligation / Expiring Funds
- ICAPP – Integrated Conventional Ammunition Procurement Plan
- SMCA Ammunition Enterprise
- OSD and Service HQs Coordination
- SMCA Policy Maintenance
- SMCA / Services PPBES Process
- SMCA Mission Resources
- CAWCF - Conventional Ammunition Working Capital Fund Closure Status
- Hardware and Production Support Pricing
- Quality Assurance
- ESIP
- Production / Delivery Status and Delinquencies

O/EDCA Participation

- JOCG Principal/EXCOM/Subgroups
- DoD/Service Munitions Summits/IPTs
- Air Force Munitions Strategic Plan
- OSD Summer Price Review
- Ammunition Procurement Improvement Team Secretariat
- SMCA "Procurement" Steering Council Secretariat/Facilitator
- ESIP IPT
- Six Sigma Process Improvement Teams
- DoD IM/IPT and Service IM Boards
- DoD Fuze IPT
- TNT Requirements (Facility) Process
- AF 30mm and 105mm Production Issues
- Cannon, Artillery & Mortar (CAM) IPT
- Demil Policy/Process Improvements
- SMCA Special Study Group (DoDD/DoDI)
- Section 806 Process
- Unique Identification (UID)
- Radio Frequency Identification (RFID)
- Arms, Ammunition and Explosives (AA&E) Distribution Strategic Planning
- SMCA/PEO Ammo Pricing Handbook
- SMCA Industrial Base Planning
- Service Program Reviews
- Commodity Program Reviews
- Environmental Munitions Issues
- DoD Wargames and Exercises - FLOW
- Support to AMC OPCEN

O/EDCA Ombudsman

- **Facilitating resolution of Navy/SMCA shipment/inventory issue about different doctrine and logistic processes (traceable seals, 2-D barcodes, pallet banding, documentation).**
- **Averted potential crisis over proposed Demil policy changes. Provided historical decision documentation of funding responsibility for Demil to OSD, Army and Services.**
- **Facilitated the coordination of Services' comments to the recent SMCA Directive, Instruction and Charter modifications.**
- **Initiated action to resolve Air Force 105mm production issue.**
- **Represented Services' interest in the flow of procurement funds to the SMCA Enterprise.**
- **Informed Service customers of proposed support cost pricing changes.**

We continue to…

- **Communicate SMCA highlights through O/EDCA's SMCA weekly bulletin.**
- **Maintain open dialog with Services for strategic direction.**